

**Part I -Introduction**

Five-Step Cycle. Anticipated Timeline:

- o Cycle 1- Superintendent’s Entry Plan and Self-Assessment- Submitted on September 8, 2017.
- o Cycle 2- Analysis, Goal Setting and Plan Development- July thru October 2017. Targeted Standards and Goals discussed with School Chair on October 20th, submitted to School Committee on October 24th.
- o Cycle 3 – Superintendent Implements the Plan and Collects Evidence- July 2017 through June 2018.
- o Cycle 4 – Mid Cycle Goals Review- Superintendent provides an update - Anticipated beginning of March 2018
- o Cycle 5- End of Cycle Summative Evaluation. Superintendent prepares End of Cycle Report and begins cycle again. Anticipated beginning of June 2018

**Targeted Standards for 2017-2018**

Standard I Instructional Leadership	Standard II Management and Operations	Standard III Family and Community Engagement	Standard IV Professional Culture
<b>A. Curriculum Indicator</b> 1. Standards-Based Unit Design 2. Lesson Development Support	<b>A. Environment Indicator</b> 1. Plans, Procedures, and Routines 2. Operational Systems 3. Student Safety, Health, and Social and Emotional Needs	<b>A. Engagement Indicator</b> 1. Family Engagement 2. Community and Business Engagement	<b>A. Commitment to High Standards Indicator</b> 1. Commitment to High Standards 2. Mission and Core Values 3. Meetings
<b>D. Evaluation Indicator</b> 1. Educator Goals 2. Observations & Feedback 3. Ratings 4. Alignment Review	<b>B. Human Resources Management &amp; Development Indicator</b> 1. Recruitment & Hiring Strategies 2. Induction, Professional Development, and Career Growth Strategies	<b>D. Family Concerns Indicator</b> 1. Family Concerns	<b>C. Communications Indicator</b> 1. Communication Skills
<b>E. Data-Inform Decision Making Indicator</b> 1. Knowledge & Use of Data 2. School and District Goals 3. Improvement of Performance, Effectiveness, and Learning	<b>E. Fiscal Systems Indicator</b> 1. Fiscal Systems		

## **Part II- Goals**

### **District Improvement Goals:**

1. By December 2017, conduct an entry plan that includes gathering feedback from various stakeholders and reviewing current district practices and procedures. This information will be used to identify needs and priorities, assist with developing action plans to address the District's Level 3 status and formulate the upcoming district strategy for continuous improvement.
2. By June 2018, provide relevant and rigorous professional development to administrators, teachers and staff, aligned to improving student achievement rates and climate. This will be done in conjunction with the Interim Curriculum Director, Building Principals, the District and School Assistance Center Team (DSAC) and local and state officials.
3. By June 2018, work with the District Administrators and Building Principals to ensure that Turnaround Instructional Practices are being implemented to move the District out of Level 3 status. Principals will prioritize observing these practices on a daily basis in all classrooms.

### **Student Achievement Goals:**

1. By June 2018, work with District Administrators, Building Principals, Department Heads, Grade Level Coordinators, Teachers and Staff to create new plans of action to address the high level of students not reaching mastery in reading, math and science. This work will result in the creation of revised action plans that will become part of each school's' improvement plans. This goal will include taking an inventory of the district's curriculum resources and assessment tools PreK-12 in each content area and having teachers share their curriculum scope and sequence maps.
2. By June 2018, work with District Administrators Building Principals, Department Heads, Grade Level Coordinators, Teachers, Staff, Students, Families on determining additional measures the district needs to take to improve the student achievement rates for the economically disadvantaged and special education subgroup.

### **Professional Practice Goals:**

1. By June 2018, complete the NSIP program and the second year of my doctoral program. In conjunction with the Administrative team, the strategies that I have learned in these programs will be implemented throughout the year to develop a clear vision for the district's improvement, equity for all learners, a positive school culture, improved communications and ongoing action plans that are focused on improving student achievement by engaging all administrators, teachers and staff in their own cycle of continuous learning.

2. By April 2018, produce a fiscally responsible budget in conjunction with the School Committee, Assistant Superintendent of Business and Finance, District Administrators, Principals, Teachers and Staff. The FY19 budget will align to the school and district improvement goals that are focused on student achievement and climate. The process will include taking a zero-based budget approach and reviewing student population, school needs, job descriptions, caseloads, student programming and results.